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23 September 1955

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT: Personnel Ceiling of the Office of Training

REFERENCE: Memorandum dated 18 Aug 1955 fr DD/S to DTR,  
subject: "Personnel"

1. The referenced memorandum authorized [redacted] positions for the Office of Training, and tentatively allocated [redacted] additional positions which must be specifically approved by you. It also requested a thorough reappraisal of OTR internal allocations of personnel in the light of current and estimated requirements.

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2. Accordingly, each activity of OTR has been carefully re-examined in terms of its significance to the Training mission. A detailed analysis has been made of the minimum number of positions required to continue essential functions. By internal reallocation, the previously authorized strength of certain units has been sharply reduced. In addition, personnel currently on board have been reviewed in terms of their effectiveness and the significance of their contribution to OTR programs.

3. The following factors emerge as having a significant bearing on the personnel situation in OTR:

a. The reduction of the personnel ceiling on 31 July 1955 found the Office of Training with its most critical activities understaffed; the Operations School and the support activities at [redacted] were carrying the bulk of the position vacancies.

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b. On 31 July 1955, OTR had [redacted] individuals in process. They included new employees, experienced field returnees and headquarters personnel scheduled for rotation into the Office of Training, selected candidates for the Junior Officer Training Program, [redacted] positions at [redacted]. A number of these persons were actually on board; others were fully committed.

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c. The Junior Officer Trainee Program presents a special problem. Positions essential to the conduct of training cannot be reallocated to this program. [REDACTED] JOTs were on board on 31 July 1955, and this number of positions has been included in the internal reallocation.

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d. The support and maintenance of [REDACTED] also represents a special situation. This unit was understaffed by [REDACTED] positions on 31 July 1955. Training positions cannot be reallocated to bring this component up to the strength considered essential.

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e. Thirteen employees of OTR have been identified as having marginal utility in the positions they are now encumbering. The performance of these persons cannot be called unsatisfactory, but their qualifications and skills are such that they are unable to make a maximum contribution. The Office of Training could do a better job if they were replaced by better qualified persons or the slots freed for other use. Efforts to place them elsewhere in OTR or in the Agency have failed to date. Nine of these people have applied for career status; three have been accepted into the Career Staff. They range from GS-6 to GS-15, and have various backgrounds and qualifications. They are, in effect, surplus to the needs of OTR, but the positions they encumber are not.

4. The readjustment of positions and functions results in the curtailment of certain activities with a relatively low priority. These are:

a. Management Training. The number of positions allocated to this activity is reduced by two, and plans for expansion of this type of training are shelved.

b. The Instructor Development Program. The progress of this program to recruit and train outstanding instructors has been gratifying, but it will now have to be reduced to those individuals already in process.

c. Training Support. There will be some reduction in the library and training aids service now provided.

5. The following activities will be dropped:

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✓ a. Production of Agency Newsletter. This project is unrelated to the training mission, and the authorized T/O does not make provision for it. One person is currently assigned to this activity.

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✓ b. Briefing. The briefing function performed by Mr. [REDACTED] is considered to be an activity not appropriately assigned to OTR.

✓ c. Instructor Training Course. This program will be eliminated in view of the apparent lack of requirement for it, and the alternative possibility of on-the-job training.

6. The following activities will have to be dropped unless positions can be allocated from the tentatively assigned [REDACTED]

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- a. Clerical training
- b. Training in reading improvement
- c. Area training
- d. Production of intelligence literature.

7. The following activities will have to be seriously curtailed unless positions can be allocated from the tentatively assigned [REDACTED]

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a. PM ("action") training

b. Maintenance of [REDACTED]

8. I am satisfied that the Office of Training can, by reallocation of positions and curtailment of certain activities, perform its essential functions with an authorized strength of [REDACTED] positions, if separate provision is made for the JOT Program beyond the [REDACTED] positions now included in the basic [REDACTED] and if the problem of the marginal employees can be solved.

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9. Your approval is requested for the OTR utilization of the tentatively assigned [REDACTED] positions, raising the authorized OTR personnel ceiling to [REDACTED] positions. It is planned to use these [REDACTED] positions as follows:

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Support, [REDACTED] NO.  
Clerical Training  
Reading Improvement Program  
DD/S Instructors for Basic School  
Statistical Clerks for A & E Staff  
Production of Intelligence Literature  
Area Training  
Instructors for Operations School  
(Seven for PM instruction, 3 for  
[REDACTED])

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Total

10. Detailed justification for the use of these [REDACTED] positions is appended in Tab A. The overall reallocation of positions is shown in Tab B.

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MATTHEW BAIRD  
Director of Training

Attachments:  
Tabs A and B

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